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## 1 The Faculty

### 1.1 Location

Samuel Bronfman Building  
1001 Sherbrooke Street West  
Montreal, QC H3A 1G5  
Canada

Telephone: (514) 398-4068

Website: <http://www.management.mcgill.ca>

### 1.2 Administrative Officers

GERALD H. B. ROSS, B.Com.(McG.), M.Sc.(UBC),  
Ph.D.(W.Ont) **Dean**

RICHARD G. DONOVAN, B.Com.(McG.),  
Cert. Pub. Rel. (McG.), Grad.Dip.Inst.Tech.(C'dia)  
**Associate Dean, B.Com. Program**

HELEN VAN EYK **Manager, Undergraduate Affairs  
and Advising**

### 1.3 The Faculty Then and Now

The Faculty was established in 1968, incorporating the Graduate School of Business with the School of Commerce of the Faculty of Arts and Science, where courses in commerce had been offered since the beginning of the century.

Since 1971 the Faculty has been located at the corner of Sherbrooke and McTavish, easily accessible to the community it serves, in the Samuel Bronfman Building, named in honour of the late Mr. Bronfman who, while a Governor of the University, made a donation which was key to its construction.

The Faculty has gained a world-wide reputation as one of Canada's leading international business schools and attracts top students and faculty members from every continent. The academic programs in Management offer strong international content in conjunction with a variety of functional specializations and include an opportunity for students to participate in exchange programs with many leading universities in



All students are expected to conform to the curriculum set out below. It is the student's responsibility to make sure his/her course of study conforms with the curriculum requirements as described. A student wishing to depart from that program must obtain written permission from the Associate Dean.

A student who has transferred with advanced standing to the Faculty of Management from another faculty within this University or from another university, is normally required to complete a minimum of 60 credits while registered in the Bachelor of Commerce program, including such required courses as are deemed necessary, to become eligible for the degree of Bachelor of Commerce.

Completion of the 90-credit degree requirements normally will require three years of study. A maximum of five years is permitted, however, for completion of the requirements for the degree. In exceptional circumstances, this maximum requirement may be extended by the Associate Dean.

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### **3.2 Academic Advising**

Students entering the Faculty for the first time are required to attend an Orientation and Advising Session during the last week of August, at which the Associate Dean and advising staff (Helen van Eyk, Giulia Campofredano and Ron Critchley) from the B.Com. Office provide information on all aspects of the B.Com. program. Students who have had difficulty registering for their courses have the opportunity to resolve the problem at this session.

Counselling is available throughout the year with area coordinators to discuss study plans and potential career paths. Appointments may be made after the first week of class to discuss such issues.

In February or March, an Information Session takes place which enables the student to select a course of study.

- Students not in an Honours program who graduate with a CGPA of 3.50 or better will be awarded their degrees with "Great Distinction"; those with a CGPA between 3.30 and 3.49 will receive their degrees with "Distinction". In the case of transfer students or transfer credits, consideration is given to the quality of the work done elsewhere in addition to the CGPA requirement.
- The designation of Dean's Honour List for graduating students will be awarded by the Faculty to a maximum of 10% of its graduating students. The award will be made on the basis of the CGPA, with the minimum standard being set at a CGPA not lower than a 3.50.

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### 3.6 Examinations

The following is supplemental to that which given under "Examinations" on [page 33](#).

#### Supplemental Examinations

Supplemental examinations are not offered in undergraduate courses administered by the Faculty of Management. A student required to improve standing in a course must repeat the course in a subsequent term, completing all course requirements to the satisfaction of the instructor.

#### Deferred Examinations

Students should apply in writing to the Associate Dean within SEVEN days of the final examination for deferred examination privileges. If approved, such a deferred examination will generally be written within two weeks of the original final examination date, although special arrangements may be made where a student has an authenticated case of long-term illness.

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### 3.7 Verification of Grades and Re-Reads

Every student has the right to arrange a meeting with the instructor to review the examination questions and see the corrected solutions. The instructor has the option of meeting with the student to answer any questions that the student may have about the grading of the paper, or may supply to the student a sheet containing the correct answers to the examination questions. The student may review this in the presence of the faculty member or designate, but may not take these away. Students must exercise their right to see their papers by the end of the third week of classes in September for preceding winter and summer courses, or by the end of the third week of classes in January for preceding fall courses.

In a case where a student feels that an error has been made in arriving at the final grade, a Verification of Grade Application must be completed in the Program Office, requesting the instructor to carry out a detailed check that all questions have been marked, and that the final grade has correctly been computed on the basis of the term work, final examination, etc. However, during the course of the term, any requests to have term work re-evaluated

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**4.3 Stream III, Faculty Program in International Management**

**Areas of specialization:**

East Asia

Latin America and the Caribbean

3. Students considering a Major or Minor in Mathematics replace 280-271 and 280-272 with 189-323 and 189-324. Students considering an Honours or Joint Honours Program in Economics replace them with 154-257D.
4. Students entering an Economics program replace 280-293 in U1 with either 154-230D (for the Majors program) or 154-250D (for the Honours Program); and replace 154-295 with either 154-330D (for the Majors program) or 154-352D (for the Honours Program).
5. In order to register for 455-305, students must either pass a Placement Test or have taken the prerequisite course, 455-205. Credit for 455-205, which would normally be taken in U0, would be counted as a Language Complementary or an elective.

### **Complementary Courses (3 credits)**

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### **5.3 Exemptions and Advanced Standing**

Students who transfer to Management from other faculties within McGill, or from other universities, who have completed Core course material with sufficiently high standing will be granted exemption from the corresponding Core course if the courses are judged by the Faculty to be equivalent. Students who are accepted directly into the Faculty of Management from CEGEP will have exemptions, if any, determined at the time of entry.

In either case, students would replace the exempted course with any elective or higher level course offered in the Faculty for which they have the necessary prerequisites. It must be emphasized, however, that while the exemption absolves students from the need to repeat the course material, they receive no reduction in the number of credits needed for the degree. Detailed information concerning exemption criteria is available from the Student Affairs Office.

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## **6 Concentrations**

In order to complete a Concentration, the student must achieve a grade of C or better in all the courses which comprise the Concentration. The student who has failed to earn 15 satisfactory credits will be required to embark on a new Concentration, repeat the course(s) in question or, where possible, to replace the course(s) with a satisfactory option from the Concentration courses.

In general, the student will begin taking courses from the chosen Concentration in the U2 year.

An adviser is appointed for each Management Concentration to assist students in choosing a Concentration and provide additional information regarding course selection.

### **Second Concentration:**

Students who chose to take a second Concentration will be required to complete 15 non-overlapping credits at a satisfactory level with a minimum grade of C in each course.

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### **6.1 Accounting Concentration**

Adviser: Professor D. H. Drury

This Concentration is designed to meet the needs of Management students who want to have a good basic understanding of accounting but do not intend to become professional accountants or accounting specialists. It is primarily oriented towards users of financial information and emphasizes breadth of knowledge in a coherent selection of courses.

The Accounting Concentration complements or forms part of the B.Com., General Management Program. The individual courses in the Concentration also act as service courses for other areas in the Faculty for their Majors or Concentrations. (Concentration revision awaiting University approval)

### **Required Courses (12 credits)**

IS Concentration differs from the Major in that it focuses on a restricted set of activities rather than the broader set of skills required of students intending to pursue careers in the information systems field. (Concentration revisions awaiting University approval)

Due to prerequisites, at least three terms are required to complete an IS Concentration.

#### **SYSTEMS ANALYSIS AND IMPLEMENTATION STREAM**

**Required Courses** (15 credits)

#### **BUSINESS SYSTEMS DESIGN STREAM**

**Required Courses** (15 credits)

\* Students who have already taken 308-xxx (Computer Science) courses must see the adviser.

Students seeking an elective in IS without pursuing a Concentration or Major should consider 273-333 and 273-341.

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#### **6.5 International Business Concentration**

Adviser: Professor H. Etemad

The objective of this Concentration is to help the student develop conceptual and analytical skills needed to formulate feasible and effective management policies in an international setting. With economic and business activity becoming increasingly internationalized, the program provides useful preparation for careers in a variety of organizations, including local business firms with international trade, licensing or financial arrangements; headquarters or subsidiaries of multinational companies; banks and other international financial institutions; and various governmental organizations. (Concentration revision awaiting University approval)

**Required Course** (3 credits)

**Complementary Courses** (12 credits)

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#### **6.6 Labour-Management Relations Concentration**

Adviser: Professor R. Hebdon

The objective of this Concentration is to provide a general understanding of the factors affecting employer-employee relations, both at the micro-level and in relation to the socio-economic context in which they occur. Students interested in more intensive study of this area are urged to consider the Major Program in Labour-Management Relations. (Concentration revision awaiting University approval)

**Required Courses** (6 credits)

**Complementary Courses** (9 credits)

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#### **6.7 Management Science Concentration**

Advisers: Professors J.L. Goffin, R.J. Loulou, G.A. Whitmore

This Concentration prepares students for careers as management scientists, systems analysts and applied statisticians in business, government and consulting firms. Most courses in the Concentration are currently offered jointly to MBA students. (Concentration revision awaiting University approval)

Management Science courses stress conceptual and problem-solving skills and familiarize students with modern mathematical and computational decision-making tools. The use of computers and spreadsheets is extensive. Students in other management areas who wish to complement their studies with valuable analytical training might consider these courses –

Marketing students: 277-632, 277-676;

Finance students: 277-675, 277-679;

IS or Operations Management students: 277-678.

**Required Courses** (6 credits)

**Complementary Courses** (9 credits)

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## 6.9 Operations Management Concentration

Advisers: Professors T. Boyaci, S. Li, V. Verter

This Concentration prepares the student for a variety of career opportunities. Graduates typically begin their career in one of three kinds of jobs: 1) line positions involving production and materials management; 2) operations analyst positions at the corporate or strategic planning level, analyzing programs and investment options involving operations; or 3) consulting positions. The OM Concentration provides rigorous analytical training and links different functional areas in business with areas in operations such as technology management, production planning, inventory control, distribution systems, quality management, etc. Most courses in the Concentration are currently offered jointly to M.B.A. students. (Concentration revision awaiting University approval)

**Required Courses** (9 credits)

**Complementary Courses** (6 credits)

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## 6.10 Organizational Behaviour and Human Resource Management Concentration

Adviser: Professor M.D. Lee

This Concentration provides an opportunity for students to increase their awareness of behavioural issues encountered in job and organizational settings, and prepare themselves for graduate study in the behavioural sciences or for careers in general management or human resource management. (Concentration revision awaiting University approval)

**Complementary Courses** (15 credits)

\* If 272-429 is taken, only 3 credits will count towards the Concentration, the other 3 will be counted as elective.

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## 6.11 Strategic Management Concentration

Advisers: Professors M. Graham, N. Phillips, J. Jorgensen

This Concentration provides students with an understanding of an organization in its economic and social context. The economic context is concerned with the study of how organizations compete and collaborate in their industries or domains. The organization at the macro level (rather than from the point of view of a particular function or department) is the focus of this Concentration, which

explores how strategies are formed to deal with opportunities and threats in the environment, how strategies can be realized, and how change processes are managed. The social context looks at how business interacts with the larger society of which it is a part. This focus explores the historical and ethical development of modern capitalist society, and the various difficulties and dilemmas that business and other organizations face in acting in a socially responsible manner. (Concentration revision awaiting University approval)

**Complementary Courses** (15 credits)

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## 7 Minors

B.Com. Program Minors Adviser :Ron Critchley

The Minor programs offered in the Faculties of Arts and Science may be taken in conjunction with any B.Com. program.

Students doing a Minor program must have a Faculty of Management Minor Approval Form, listing the courses being applied to the Minor, signed by the Minor adviser. The Minor in Mathematics and the Minor in Statistics are detailed below. For all other Minors, please refer to the Arts and Science Faculty sections. For the Minor in Economics, students must complete 18 credits of material which does not overlap with Management course content.

Students should begin the Minor in Mathematics and the Minor in Statistics no later than the penultimate year and should immediately consult the appropriate adviser in the Department of Mathematics and Statistics.

Students planning to take the Minor in Mathematics or the Minor in Statistics are advised to substitute 189-323 and 189-324 for 280-271 and 280-272. Those courses will then count 6 credits towards the Minor. If the decision to take a Minor program is made after 280-271 and 280-272 have been taken, students who wish to take 189-323 and 189-324 will receive three new credits for each of 189-323 and 189-324; however 280-271 and 280-272 will count for a total of only three credits towards the 24 credit Minor requirement.

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### 7.1 Minor in Mathematics

Adviser: Professor W.J. Anderson, Department of Mathematics and Statistics, Faculty of Science

**Required Courses** (6 credits)

**Complementary Courses** (18 credits)



appropriate courses from other departments. These include 277-630, 277-632 (if 189-425 is not taken), 277-633, 277-671, 277-675, 277-678, 277-679, 277-680.

All courses counted towards the Minor must be passed with a grade of C or better. No more than six credits of overlap are permitted between the Minor and the primary program.

## 7.2 Minor in Statistics

Adviser: Professor K. Worsley, Department of Mathematics and Statistics, Faculty of Science

**Required Courses** (6 credits)

**Complementary Courses** (18 credits)

\* 3 credits for this course are counted in the Core, where it replaces 280-293.

\*\* 3 credits for this course are counted in the Core, where it replaces 154-295.

**Complementary Courses** (24 credits)

Economics 154-227D and 154-257D or other economic statistics courses taken elsewhere to meet statistics requirements in lieu of 280-271 and 280-272 will not count as part of the 24 credits.

## 8.2 Major in Finance

Advisers: Professors M. Chaudhury, S. Christoffersen, A. de Motta and J. Ericsson

The 30-credit Finance Major has been designed to meet the increasing demand for expertise in this rapidly growing functional area of business. The Major is designed to provide in-depth knowledge of finance theory, financial institutions, investment analysis, risk management, and applied techniques. Employment for grad-

No more than six credits may be taken outside the Department of Mathematics and Statistics. Further credits (if needed) may be freely chosen from the Required and Complementary courses for Majors and Honours students in Mathematics, with the obvious exception of courses that involve duplication of material.

All courses counted towards the Minor must be passed with a grade of C or better. No more than six credits of overlap are permitted between the Minor and the primary program.

## 8 Majors

B.Com. Program Majors Adviser: Ron Critchley

Major programs are available in Economics, Finance, Information Systems, Labour-Management Relations, Marketing, Mathematics, and Psychology.

Because of the heavier demands of Major programs, students desiring to pursue a program of this type are advised to declare their intention at the beginning of the program. Students are then assigned an adviser from the appropriate department and a suitable program is worked out. Only satisfactory grades (C or better) may count towards the Major requirements.

### 8.1 Major in Economics for Management Students

Advisers: Professors A. Deutsch, P. Dickinson, M. Frankman, J. Iton, J. Kurien, R.T. Naylor, A. Vicas, T. Velk, W. Watson, Department of Economics, Faculty of Arts

This Major is comprised of 36 credits of Economics courses (6 credits of which are counted as Core credits).

**Required Courses** (12 credits)

**Complementary Courses** (6 credits)

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#### **8.4 Major in Labour-Management Relations**

Adviser: Professor M.D. Lee

This 30-credit Major provides students with a general understand-

**Required Courses** (12 credits)

professional groups, the scope of the program is much broader. Courses are not designed specifically to meet professional

**Complementary Courses** (18 credits)**Organizational Psychology Option****Consumer Psychology Option**


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## 9 Honours

B.Com. Program Honours Adviser: Ron Critchley

An Honours program is available in Accounting and in Economics, as well as Joint Honours programs in Economics and Accounting, and in Economics and Finance.

The difference between the Honours and Major programs is not one of quantity but rather of quality, the Honours program involving study in greater depth. Students must register with the Economics Department, Faculty of Arts, for the Honours in Economics programs. This will usually be done at the beginning of their U1 year but special arrangements may be made for students wishing to enter the program at the beginning of U2. Graduation with an Honours standing requires a minimum CGPA of 3.00 and an average of 3.00 in the specified courses of the program.

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### 9.1 Honours in Accounting

Adviser: Professor D.H. Drury

The objectives of this 36-credit program are twofold – to prepare students for admission to the accountancy profession (CA, CMA, CGA) and to prepare students for careers in business and government, where accounting expertise is recognised as necessary and indispensable.

Students should note that although the program incorporates the academic and/or professional requirements imposed by the

standing requires a minimum CGPA of 3.00 and an average of 3.00 in the specified courses of the program.

**Required Courses** (24 credits)

**Notes:**

1. 3 credits for this course are counted in the Core, where it replaces 280-293.
2. credits for this course are counted in the Core, where it replaces 280-271 and 280-272.
3. 3 credits for this course are counted in the Core, where it replaces 154-295.

**Complementary Courses** (18 credits)

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**9.3 Joint Honours in Economics and Accounting**

Advisers: Professors C. Eberwein, G. Grantham, and R. Rowley, Department of Economics, Faculty of Arts

This Joint Honours program is comprised of 36 credits of Honours Economics courses (12 credits of which are counted as Core credits) and 12 credits of courses from the Honours in Accounting program.

To earn an Honours designation, a CGPA of 3.00 is required in the 36 credits in Economics (including a 3.00 CGPA in the specified courses) and a grade of B- or better with a CGPA of 3.00 in all Accounting courses.

**Economics Required Courses** (24 credits)

**Notes:**

1. 3 credits for this course are counted in the Core, where it replaces 280-293.
2. credits for this course are counted in the Core, where it replaces 280-271 and 280-272.
3. 3 credits for this course are counted in the Core, where it replaces 154-295.

**Economics Complementary Courses** (12 credits)

**Accounting Required Courses** (9 credits)

**Accounting Complementary Course** (3 credits)

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**9.4 Joint Honours in Economics and Finance**

Adviser: Professor V. Errunza

This Joint Honours program is comprised of 30 credits of Honours Economics courses (12 credits of which are counted as Core credits) and 18 credits in Finance.

This program is designed to take advantage of both McGill's Finance and Economics course offerings to produce a student who is well trained in these two complementary areas, and is particularly attractive to those planning careers in finance, economics or financial economics posts in both industry and government. The program is a demanding one and its potential rewards are correspondingly high.

To earn the Honours designation, a CGPA of 3.00 is required in the Economics credits and a grade of B- or better with a CGPA of 3.00 in all Finance courses.

**Economics Required Courses** (24 credits)

**Notes:**

1. 3 credits for this course are counted in the Core, where it replaces 280-293
2. credits for this course are counted in the Core, where it replaces 280-271 and 280-272.
3. 3 credits for this course are counted in the Core, where it replaces 154-295.

**Economics Complementary Courses** (6 credits)

**Finance Required Courses** (12 credits)

**Finance Complementary Courses** (6 credits)

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**10 Faculty Program in International Management**

B.Com. Faculty Program Adviser: Giulia Campofredano







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## 10.4 Canadian Studies

**Required Courses** (15 credits)

**Complementary Courses** (12 credits)

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## 10.5 American Studies

**Complementary Courses** (27 credits)

least squares. Applications. (Offered by the Faculty of Science. Note: all Science courses have limited enrolment.)

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## 11.2 Core Courses

**154-295 MACROECONOMIC POLICY.** (3) (Corequisite: 280-293) (Not open to students who have taken 154-330D) (Note: 154-230D or 154-250D do not exempt students from this course.) This applied macroeconomics course focuses on current and recurrent macroeconomic issues important in understanding the public policy environment in which firms make their decisions. Topics include

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# 11 Courses

**All Management courses have limited enrolment. While most of the courses listed below will be available in the coming year, the University Timetable should be consulted for final information.**

The names of course instructors are listed on the Course Timetable available on *infoMcGill* via the Web <http://www.mcgill.ca/students/courses/>.

The course credit weight is given in parentheses after the title.

- Denotes courses not offered in 2001-02.

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## 11.1 Freshman Courses

**Note A:** 189-133, 189-139, 189-140, 189-141, 189-150, and 189-151 are not open to students who have taken or are taking 189-130 or 189-131, except by permission of the Department of Mathematics and Statistics.

**189-130A MATHEMATICS FOR MANAGEMENT I.** (3) (3 hours lecture, tutorial sessions) (Not open to students who have taken/are taking 189-139, 189-140, 189-150. See also Note A.) Linear and quadratic models. Systems of linear equations, Gaussian reduction, matrices and determinants, independence of vectors. Symmetric matrices. Input-output analysis, Markov processes. Limits, continuity, differentiation, differentials, elasticity, marginal change. Log and exponential functions. Curve sketching, asymptotes. Related rates, business and economic models. Applications to modeling and optimization. (Offered by the Faculty of Science. Note: all Science courses have limited enrolment.)

**189-131B MATHEMATICS FOR MANAGEMENT II.** (3) (3 hours lecture, tutorial sessions) (Prerequisite: 189-130 or its equivalent.) (Not open to students who have taken/are taking 189-141, 189-151. See also Note A.) Antiderivatives, definite integral, applications to business and economics. Improper integral, probability and density functions, double integrals. Infinite series. Taylor approximation and series. Partial derivatives. Min/max problems in management. Unconstrained and constrained optimization: Lagrange multipliers and their economic interpretation. Method of



**280-341 FINANCE I.** (3) (Prerequisites: 280-271, 280-211 and 280-293) An introduction to the principles, issues, and institutions of Finance. Topics include valuation, risk, capital investment, financial structure, cost of capital, working capital management, financial markets, and securities.

**280-352 MARKETING MANAGEMENT I.** (3) Introduction to marketing principles, focusing on problem solving and decision making. Topics include: the marketing concept; marketing strategies; buyer behavior; Canadian demographics; internal and external constraints; product; promotion; distribution; price. Lectures, text material and case studies.

**280-360 SOCIAL CONTEXT OF BUSINESS.** (3) This course examines how business interacts with the larger society. It explores the development of modern capitalist society, and the dilemmas that organizations face in acting in a socially responsible manner. Students will examine these issues with reference to sustainable development, business ethics, globalization and developing countries, and political activity.

**280-373 OPERATIONS RESEARCH.** (3) (Prerequisite: 280-271) Topics include: introduction to decision analysis and risk attitudes, inventory control, linear programming and simulation. Emphasis on the formulation of problems and their solution by standard methods or by computer packages.

**280-382 INTERNATIONAL BUSINESS.** (3) An introduction to the world of international business. Economic foundations of international trade and investment. The international trade, finance, and regulatory frameworks. Relations between international companies and nation-states, including costs and benefits of foreign investment and alternative controls and responses. Effects of local environmental characteristics on the operations of multi-national enterprises. (Formerly 278-382)

**280-423 ORGANIZATIONAL POLICY.** (3) (Open to U3 students only) Focus on the primary functions of general management: the formation of a corporate strategy that relates the company's opportunities to its resources, competence, and leadership style. Measures to improve organization effectiveness. (Formerly 280-323)

**280-472 OPERATIONS MANAGEMENT.** (3) (Prerequisite: 280-271 or equivalent. Corequisite: 280-373) Introduction to decisions and trade-offs associated with production of goods and services. Topics include technology planning (production process), control issues (production planning and inventory control, MRP/JIT, scheduling, quality and reliability and distribution planning), design for manufacturability, management of new technology (FMS, group technology and robotics) and management of service operations.

**455-205A,B COMMUNICATION IN MANAGEMENT I.** (3) (Placement test required.) (Restricted to B.Com. students who have not taken 425-201 or 455-202.) Written and oral communication in management (in English); emphasis on strategies for identifying, analyzing and solving writing and speaking problems. Course work based on academic and professional communication in management. Attendance at first class is imperative.

**455-305 COMMUNICATION IN MANAGEMENT II.** (3) (Prerequisite: 455-205 or based on the results of Placement Test.) (Restricted to B.Com. students who have not taken 425-201 or 455-202.) Advanced course (in English) in professional communication in management. Assignments include résumés, business proposals, public relations documents and oral presentations. Students use a wide variety of communication technologies such as presentation software, video equipment, e-mail and the internet. Attendance at first class is imperative.

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### 11.3 General Management Courses

#### 270-364 BUSINESS L

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auditors, auditing in an EDP environment, audit of a small business, other reports and services provided by auditors and public

organization and leadership, strategic systems, planning, end user computing, change management, and other areas of importance to information systems managers.

**273-434 ADVANCED TOPICS.** (3) (Prerequisite: 280-331) Topics covered will depend upon the lecturer. In the past subjects have included logic programming, expert systems, and Decision Support Systems.

**273-436 TELECOMMUNICATIONS MANAGEMENT.** (3) (Prerequisites: 280-331 and 273-333) This course addresses the challenges and issues managers face in delivering telecommunications and data networking services to their organizations. Using case studies and lectures, it explores technical and managerial aspects of data communications; local, wide-area and wireless networks; network protocols; Internet/intranets; client/server computing; network security and management.

**273-437 DATA AND DATABASE MANAGEMENT.** (3) (Prerequisite: 273-333) Focus on the management of organizational data and database management systems. Practice in database design. Examination of different models of representing data with emphasis on the relational model. Practice in simple and complex queries with emphasis on SQL. Overview of implementation issues, distributed database systems, and roles and responsibilities of data management personnel. Students are encouraged to take this course as early as possible in their program.

**273-438 GRAPHICAL DEVELOPMENT ENVIRONMENTS.** (3) (Prerequisite: 273-341. Corequisite: 273-342) An in depth study of practical and theoretical design and development principles in an event driven development environment. Comparative analysis with other models of system design and generation.

**273-440 IS FUNDAMENTALS IN E-COMMERCE.** (3) (Prerequisite: 280-331) Information systems concepts, models, tools and applications related to E-commerce.

**273-444 DECISION SUPPORT SYSTEMS.** (3) (Prerequisites: 273-333 and 273-437) Decision support as an area of business information systems development and application. Data warehouse, data integration, relationship between operational systems and information for decision making. DSS data storage and manipulation techniques. Introduction to data mining and expert systems applications in business.

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## 11.7 Finance

**274-342 FINANCE II.** (3) (For Finance Concentration/Major/Honours) (Prerequisites: 280-341 and 280-272) (Only one of 274-342 or 274-343 can be counted for credit.) A second course in Finance for students pursuing the Finance Concentration. In depth study of corporate finance, risk, diversification, portfolio analysis, and capital market theory.

**274-343 M**





course is divided into three segments. The first segment looks at

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 Professor, Organizational Behavior

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Cecere, R.; G.D.P.A., B.Com.(McG.); Faculty Lecturer,  
 Accounting

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